

THE CHANGING ROLE OF HUMAN RESOURCE MANAGEMENT IN AN ERA OF DIGITAL TRANSFORMATION

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ABSTRACT

The purpose of this study is to explore the changing role of human resource management in an era of digital transformation. The research question is: what do HR (human resource) professionals perceive to be the changing role of Human Resource Management in times of digital transformation. Digital transformation is the transformation of business processes, operations and structures in order to exploit the benefits of new technology. In the search for competitive advantage that may be brought about by digital transformation strategy researchers increasingly acknowledge human capital, intellectual capital and knowledge as critical components. A resource based view is adopted whereby a company's resources (technology and human capital) are perceived as assets and competencies owned or controlled by the firm that generate value for the business in achieving competitive advantage. The research methodology is a qualitative methodology using semi-structured interviews with five HR (human resources) professionals in the United Arab Emirates (UAE). The semi-structured interviews address the areas of HR planning, reward management, performance management, training and development, health and safety and employee relations, and their change in an era of digital transformation. Results are analysed using thematic analysis of the main themes and sub-themes. The main findings are that whilst digitalization impacts day-to-day HR practices and procedures particularly with the use of human resources information systems there is less emphasis on the role of HR in contributing to the strategy of digitalization.

Keywords: Strategic Human Resource Management, Digital Transformation, Qualitative research, Resource-based View.

INTRODUCTION

It is important to understand the importance of digital transformation in the context of the United Arab Emirates. The United Arab Emirates are leaders in using innovation to drive technology to new heights and companies in the UAE are claimed to be amongst the most prepared companies for the digital transformation era in the world. Between 2017 and 2021, digital transformation is expected to generate \$16.9 billion in extra revenue annually for companies in the Middle East (Cabral, 2017).

Digital technologies play an increasingly influential role in both the working lives of employees and human resource management (HRM), which is to be affected in multiple ways (Parry & Strohmeier, 2014). The purpose of this study is to discover the changing role of human resource management as a result of digital transformation. The research question is: what do HR professionals perceive to be the changing role of Human Resource Management in times

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